ORGANIZED CRIME AGENCY

OF

BRITISH COLUMBIA

2001/02

Annual Report

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Chief Officer's Message

Over the past year, the Organized Crime Agency of British Columbia (OCABC) has faced many challenges in pursuing our mandate to facilitate the disruption and suppression of organized crime which affects all British Columbians.

Globalization of illicit business ventures, fusion of criminal groups, coordination of multi-commodity criminal activities and exploitation of technology have created challenges for our investigators and have caused us to develop a variety of strategies to counter organized criminal activity.

To efficiently disrupt and suppress the activities of criminal networks, OCABC has implemented an intelligence led enforcement model. Through the use of strategic threat assessments, we are able to analyze these complex criminal networks, determine their vulnerabilities, make effective decisions based on the information at hand and formulate tactical operations to strike at those who are in command and control of these organized crime groups.

Over the past year, we have been bold in the application of our enforcement program. Key to our success is having the daring to seek breakthrough results against organized criminal activity rather than incremental ones. This has required us to allocate resources to projects with uncertain, sometimes highly uncertain, outcomes. Here, the proper use of strategic and tactical analysis has been key to our ability to assess and manage risk in these situations.

In order to be able to capitalize on key opportunities, our enforcement program possesses the flexibility to deploy our resources in a concentrated fashion at critical points of an investigation. This has not only allowed us to disrupt the target group in a proactive manner, but has also afforded OCABC the opportunity to suppress these groups through the seizure of their assets.

Our decentralized decision making process has given authority to those who possess the appropriate knowledge to make informed decisions. Such decisions must always be aligned with our overall mandate.

While each of the preceding elements of our strategy represents a valuable concept on its own, effective enforcement can only happen if all the elements work together in a fully integrated attack on organized crime in full partnership with domestic and international law enforcement agencies.

To continue to be successful in the investigation and prosecution of organized criminals, we must be able to cope with the uncertainties of our target environment. Therefore, it is crucial that we have the flexibility to adapt quickly to changing situations and emerging trends. We must possess and encourage a willingness to act with initiative in the bold application of ethical law enforcement techniques. We must strategically take full advantage of all of our opportunities. We must have the courage to take risks, the discipline to remain focussed on our mandate and the integrity, professionalism and accountability to maintain the trust of the citizens of this province.

I look forward to this third year of operations with optimism. You have my assurance that OCABC is committed to fulfilling its mandate to facilitate the disruption and suppression of organized crime which affects all British Columbians.

David H. Douglas
Chief Officer

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Introduction

Mandate

As a designated policing and law enforcement agency, OCABC's mandate is:

To facilitate the disruption and suppression of organized crime which affects British Columbians.

Vision

Our vision is:

The Agency is an aggressive, professional, and respected team combating organized crime, in partnership with other organizations, through the bold and innovative application of ethical and progressive law enforcement techniques.

Values

Agency personnel uphold the highest values:

Integrity

OCABC personnel shall uphold the highest level of ethical standards and are committed to exercising their duties in a manner that will deserve absolute public trust and bear the closest public scrutiny.

Honesty

OCABC personnel are open and honest in their relationships with clients and stakeholders.

Responsibility

OCABC personnel are dedicated to the fight against organized crime and are committed to their duty to uphold the public interest.

Accountability

Realizing that OCABC is an independent policing agency empowered by the Solicitor General of British Columbia to facilitate the disruption and suppression of organized crime, Agency personnel are totally accountable to the public through the Board of Governance.

Professionalism

In striving to exercise their duties objectively and impartially, OCABC personnel strive to maintain the highest standards of policing.

History

OCABC was established as a Designated Policing and Law Enforcement Unit under the *Police Act* (British Columbia) on March 11, 1999.

The structure of the Agency provides for integration of policing of organized crime in British Columbia through a police officer secondment model where investigators from municipal police departments and the Royal Canadian Mounted Police (RCMP) are assigned to our joint forces operations teams for three to five year terms. OCABC also has its own sworn police officers that possess a variety of skills and expertise.

Augmenting this contingent of police officers, OCABC has civilian professionals with broad areas of specialization including intelligence analysis, forensic accounting, computer science and foreign languages.

The Agency also has on-site legal counsel seconded from the Department of Justice to provide ongoing advice to guide investigations.

Over the past two years, the Organized Crime Agency has developed strong working relationships with a large contingent of law enforcement partners including Canada Customs and Revenue Agency (CCRA), Federal Bureau of Investigation (FBI), and the United States Drug Enforcement Administration (DEA), to name a few.

Governance

For fiscal year 2001/02, the OCABC Board was comprised of four civilians (i.e., Ms. Martha McNeely, Victoria; Mr. Henry Braun, Abbotsford; Mr. Ben Lee, Kelowna; Ms. Gail Martin, Delta), the Commanding Officer of the RCMP for British Columbia (Deputy Commissioner Beverley Busson), and a representative of the BC Association of Municipal Chiefs of Police (Chief Constable Grant Churchill). Mr. Douglas Richardson, retired Chief Constable of the Victoria Police Department, was the chair of the board.

The structure of the board has recently been reduced from seven to four and includes the following representation:

- BC Association of Municipal Chiefs of Police;
- BC Association of Chiefs of Police;
- The Chief Constable of the Vancouver Police Department;
- Deputy Commissioner Busson, is the new chair of the Board of Governance.

OCABC BOARD MANDATE

- Oversee the management of OCABC including preparation and approval of budget policies and processes;
- Develop and oversee an organization to enforce laws targeting organized crime groups;
- Determine, in consultation with the Minister and Chief Officer, the priorities, goals and objectives of OCABC;
- Report to the Minister on the activities and implementation of programs of OCABC;
- Appoint, subject to the Minister's approval, a Chief and Deputy Chief Officer and designated officers;
- Make rules consistent with the *Police Act* and
- Serve as the employer of the OCABC designated police officers, designated law enforcement officers and civilian staff.

Operational Performance

Overview

After completing its second full year of operations, the Agency has remained focussed on its mandate, which is to disrupt and suppress organized crime that affects British Columbians. This strong emphasis on enforcement has had a major disruptive impact on several well established groups and individuals.

Significant seizures of cash, cocaine, methamphetamine, ecstasy and counterfeit credit cards have caused the fracturing of multi-commodity groups which had developed mutually beneficial alliances. Combined with future proceeds of crime seizures and important conspiracy charges which have been laid in both the provincial and federal prosecution systems, OCABC's enforcement successes will severely impact several powerful criminal groups.

OCABC has worked with or assisted almost every municipal police agency in British Columbia as well as with numerous RCMP Detachments across the province.

It is important to note that, while these cases have national and international ramifications, British Columbia was the groups' base of operation and the market of choice for illicit drugs. As well, all of the Agency's cases were conducted in conjunction with partner agencies which enabled the Agency to take advantage of further resources and investigative expertise in a mutually beneficial fashion.

Specialized areas within the Agency have been enhanced by advanced training and the acquisition of state-of-the-art equipment. Rural surveillance capabilities have been reinforced and there is now an in-house ability to operate province-wide on a sustained basis.

The witness protection capability of the Agency has also been improved by offering ongoing internal training, which has included candidates from other independent departments who are involved in potentially hazardous organized crime prosecutions.

Technical services, which retain a very strong operational focus, have been expanded with updated technical surveillance capabilities which are second to none in the country. One of the Section's technicians has become recognized as one of the foremost experts in North America in the field of mobile electronic tracking.

To retain expertise and to enhance corporate best practices, the Agency has made several strategic key hires within the past year. Subject matter experts in project policing, proceeds of crime investigation and source development have been recruited, solidifying the Agency's commitment to the highest standards of investigation into the future.

Within the last year, five of the Agency's investigators have been honoured for cases which have been recognized nationally and internationally by the Canadian Bankers' Association and the International Outlaw Motorcycle Gang Investigators' Association. These awards have added to the investigative reputation of the Agency.

A Department of Justice senior counsel has been seconded to work within the Agency, which will have the effect of enhancing an already positive and important relationship as well as keeping investigators and managers abreast of continually changing case law and legislation.

This proactive step will definitely prove mutually advantageous when cases proceed to the prosecution stage.

The following strategic goals detail examples of completed cases which illustrate partnerships, aggressive enforcement, a willingness to embrace new techniques and a commitment to the highest investigative standards.

Strategic Goal #1—Partnerships and Integration

Continually identify, develop and maintain appropriate wide-ranging partnerships to enhance OCABC's ability to suppress and disrupt organized crime. Strategic alliances with key law enforcement organizations to share the burden and ensure efficient allocation of the scarce resources are imperative in our ability to suppress and disrupt organized crime.

The collective goal of these alliances is to enhance strategic targeting at the highest level of organized crime groups through sharing intelligence and coordinating target selection.

To achieve this goal, OCABC contacted law enforcement partners, federal and municipal government regulatory agencies and other stakeholders at the outset of investigations and obtained formal commitment to partnerships in operations. OCABC police managers and their staff formally identified partnership needs and developed a strategy for developing working relationships with various law enforcement organizations.

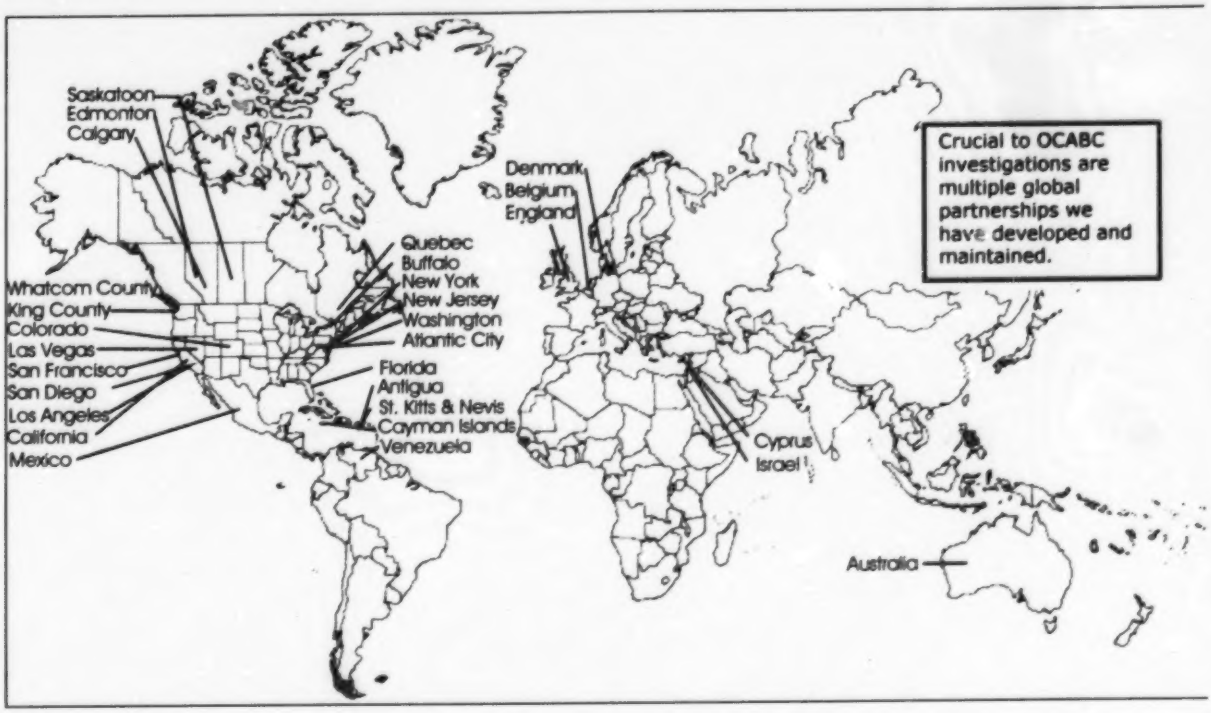
Objectives	Outcomes
Strategic enforcement against organized crime groups.	**Number of joint enforcement initiatives with cross-jurisdictional mandate:** Of the ten major enforcement projects initiated or undertaken during the fiscal year 2001/02, all had cross-jurisdictional mandates that included local, national and international partnerships.
Engage in partnerships in strategic targeting against organized crime groups.	**Number of international investigations:** All OCABC projects are joint forces operations including as many as 13 law enforcement units, regulatory agencies and corporate partners. On average, projects include 8-9 partners. The norm is for our projects to include multiple jurisdictions in Canada and the United States. For example, one project involved numerous countries including jurisdictions in Europe (Denmark, England, Cyprus), North America (Colorado, California), South America (Venezuela), the Caribbean (St. Kitts, Nevis, Cayman Islands) and the Middle East (Israel).
Develop operational plans in collaboration with senior operational management from the RCMP and municipal departments.	**Coordination of joint investigations:** OCABC actively participates in the British Columbia Operations Council which meets monthly to ensure that tactical operations are planned in a coordinated fashion. In our target rich environment, this Council facilitates the integration of enforcement efforts, eliminates duplication and fosters effective communication across agencies.
	Number of assistance cases for other law enforcement partners: As an agency with provincial responsibility and a commitment to a shared multi-agency approach to fighting organized crime, OCABC regularly assists investigators from other law enforcement and regulatory agencies. During the 2001/02 fiscal year, over 1,250 research responses for local, national and international agencies were recorded. In addition, 58 responses to requests for investigational assistance (e.g., evidence collection, computer analysis) were made to municipal police, RCMP and other law enforcement agencies.

Summary

Partnerships with numerous types of law enforcement agencies were critical to all OCABC investigations during the 2001/02 fiscal year. This collaboration, and its resulting integration, extended beyond policing agencies to include regulatory bodies (i.e., US Customs Service,

Canada Customs and Revenue Agency) as well as the private sector (i.e., Microsoft Canada Inc.).

Our collaboration with international law enforcement partners mirrors the global nature of organized criminals' ventures into Europe, North and South America, the Middle East and the Caribbean.



Solid partnerships with the FBI and US Customs Service have produced robust enforcement results.

In our target-rich environment, these partnerships facilitate integration of enforcement efforts, eliminate duplication of enforcement initiatives and foster effective communication across agencies.

Strategic Goal #2—Project Specific Enforcement

Identify and target the appropriate individuals or groups in a concerted manner, employing a team approach to ensure all investigative and enforcement avenues are explored. This project specific targeting process uses a multi-disciplinary team approach and ensures effective and efficient use of scarce resources: fiscal, human and material.

Our strategy for implementing project specific enforcement is four-fold:

- Use the major case management enforcement model;
- Use automated systems to gather and analyze intelligence;
- Use tactical and strategic intelligence to facilitate strategic targeting and priority setting and
- Develop clearly focussed operational plans to guide investigations.

Objectives	Outcomes
Selective enforcement of organized crime group priorities.	**Efficient utilization of enforcement resources:** All OCABC investigations involve major project management principles consistent with the guidelines outlined in the Agency Operational Policy Manual. During planning and enforcement phases, strict attention is focussed on ensuring the most suitable resources are assigned to tasks or projects, making the Agency more cost effective. Subject matter experts are used when required. Many of our resources are shared among all operational teams, benefiting the Agency through maximizing economies of scale. The Agency has employed more flexible resourcing strategies than is the norm in law enforcement environments. For example, the operational teams have obtained some services through contracts which are only used when required (e.g., during operational projects).
Efficient allocation of enforcement resources.	**Efficient utilization of judiciary through a coordinated prosecution plan:** Strategic Threat Assessments are used to determine the vulnerabilities and emerging trends within organized criminal networks. Tactical operational plans are developed to strike at those who are in command and control of these organized crime groups. These tactical plans harness the required human and fiscal resources and expertise through the development of strategic partnerships with law enforcement agencies, regulatory bodies and the corporate sector. The project specific enforcement model also employs a coordinated prosecution plan through the use of in-house counsel. This allows us to focus prosecution at the highest levels of organized crime for the most serious offences. Strategic and tactical planning through the British Columbia Operations Council avoids duplication of resources. OCABC police managers also participate in various operational planning and coordinating committees to foster communication and integration among law enforcement partners. For example, a number of charges were laid under section 202 of the *Criminal Code* (i.e., betting, pool-selling, book-making); negotiations were initiated by defence counsel resulting in Starnet International Inc. being fined $100,000 CAD and ordered to pay, by forfeiture, $3,925,000 US ($6,200,000 Canadian). In other units, two enforcement projects with similar targets and goals were combined to promote efficiencies and create a coordinated prosecution strategy Our prosecution system has been streamlined for efficiency. Similarly, Federal and Provincial Crown Counsel work together on OCABC prosecutions.

Objectives	Outcomes
Coordinated development of operational plans.	**Successful prosecution of key organized crime figures**: Although some of the projects have not yet been completed, significant charges have been laid against a number of key organized crime figures in investigations concluded in this fiscal year. In one investigation, seven high level organized criminals have been charged with conspiracy to export drugs, counselling to commit murder, possession of proceeds of crime and possession of an instrument for forging credit cards. In August, 2001, a guilty plea was entered for Starnet Communication International Inc. for illegal gambling on the Internet. The company was fined $100,000 Canadian and ordered to pay by forfeiture $6.2 Million (Canadian) as proceeds of crime. In another recently concluded investigation, charges for nine individuals are anticipated for offences including production of a controlled substance, conspiracy to produce a controlled substance and a number of firearms offences. In yet another investigation, charges are being considered for key organized crime figures involved in high level drug distribution.
	Coordinated development of operational plans: OCABC actively participates in the BC Operations Council which meets monthly to ensure efficiency, promote integration and eliminate duplication in enforcement efforts. For the same purpose, OCABC staff also participate in the following coordinating bodies: • Criminal Intelligence Service British Columbia (CISBC) Advisory Committee; • Regional Operations Management Committee (ROPMC) • Regular meetings with Criminal Intelligence Service British Columbia (CISBC) to discuss targets which are linked directly to our files; • Quarterly meetings with the local area Chiefs of Police to plan enforcement projects to ensure no duplication exists; • OCABC Proceeds of Crime Unit staff meet bi-monthly with RCMP Integrated Proceeds of Crime (IPOC) Vancouver as well as RCMP Commercial Crime; and • OCABC also holds regular operational management team meetings as an integration mechanism. Targets are routinely loaded into all appropriate data bases to flag crossovers and duplication.
	Volume of successful prosecutions: Since OCABC only became operational in 1999, a number of charges have reached the court system, but none has been concluded to date.
	Street value of seized contraband: The total value of seized contraband was $14,477,530

Summary

Strategic threat assessments and project planning for all Agency investigations has ensured efficient utilization of resources through use of flexible management strategies. Using a combination of full-time staff, part-time workers and contractors, OCABC is designed to have people in place as and when needed. In this model, the Agency does not remunerate staff during down times or when they are not needed.

The Agency has worked with federal and provincial crown counsel to ensure a streamlined decision-making process is in place for determining which charges to lay. This includes focussing on prosecuting at the highest levels of organized crime for the most serious offences.

OCABC police managers participate in operational planning and coordinating committees to foster communication and integration among law enforcement partners.

Agency investigations have already resulted in charges being laid against high level organized crime figures for offences such as possession of proceeds of crime, possession of an instrument

for forging credit cards, conspiracy to export drugs, counselling to commit murder and illegal gambling.

Strategic Goal #3—Aggressive Enforcement

Through a strategic process, teams will identify appropriate targets leading to aggressive intelligence based enforcement, creating disruption and suppression of organized crime groups. An aggressive attack on organized crime includes simultaneous use of a variety of strategies and a flexible approach to enforcement.

We will achieve our aggressive enforcement goal by ensuring aggressive, proactive targeting aimed at the highest levels of organized crime. We will:

- Develop a province-wide capacity to fight organized crime;
- Use intelligence-led enforcement;
- Prioritize investigations;
- Develop joint enforcement with other law enforcement partners in a coordinated approach;
- Use project specific enforcement activity;
- Use all available investigative tools (e.g., proceeds of crime, regulatory approaches);
- Achieve consensus on internal processes;
- Use strategic and tactical targeting processes;
- Ensure use of restitution where appropriate;
- Explore the use of civil remedies and
- Use technology to our advantage.

Objectives	Outcomes
Initiate investigations province-wide.	**The number of criminal groups in British Columbia that are no longer active:** Project Coconut, a successful investigation into the manufacture and distribution of counterfeit credit cards by Asian-based organized crime groups, directly involved law enforcement agencies from Edmonton, Alberta, Calgary, Alberta, the United States Federal Bureau of Investigation and the US Secret Service. Three complete credit card factories were dismantled. Shortly after the arrests of the key figures in this group, the Calgary Police Service reported a 90% decline in reported fraud involving counterfeit credit cards. Large quantity seizures made by Agency investigators have caused disruptions in distribution networks of drugs and drug precursors which disrupts organized criminal group activities and their cash flow. For example, one project suppressed manufacturers of synthetic drugs and erased two large scale methamphetamine/ecstasy labs and a production/distribution network. This project disrupted several chapters of the Hells Angels Outlaw Motorcycle Gang. Supplies to other significant organized crime figures were seriously affected when investigators took down a clandestine lab in Richmond, BC. The Starnet Group of Companies has been restructured and has relocated outside Canada. Projects that are nearing completion or are underway are likely to significantly impact their targeted high level organized crime figures.

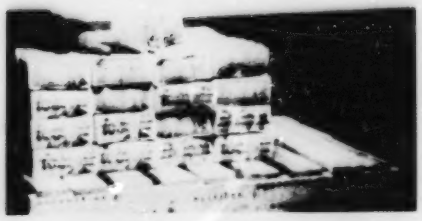
Objectives	Outcomes
Create joint forces operations targeting organized crime at the highest levels.	**The number of key individuals who are no longer significant targets in organized crime.** At least two full colour-wearing members of the Hells Angels have recently been convicted for drug offences. **The number of charges and convictions of significant organized crime figures.** To ensure efficient use of prosecutorial resources, only charges against key organized crime figures are recommended to the Crown. Significant crime figures have already been charged. For example, of the seven individuals charged in one of our projects, the majority of the accused are significant figures in the Asian organized crime community. Further charges against significant organized crime figures are anticipated over the next few months.
	Evidence of displacement of organized crime to other jurisdictions: Drug seizures have caused friction and mistrust between crime groups causing disruption within these criminal alliances and subsequent displacement into other provincial and international jurisdictions.
Use civil and regulatory strategies on all appropriate investigations.	**The number of joint forces operations including regulatory agency investigators such as, Canada Customs and Revenue Agency (CCRA), Gaming Policy and Enforcement Branch:** Most of our files included a regulatory partnership with agencies such as US Customs Service, CCRA, BC Securities Exchange Commission, US Securities Exchange Commission, NASDAQ and Ontario Securities Exchange Commission.
Acquire the appropriate technological equipment to facilitate investigations.	**Use of Technology:** OCABC is continually involved in keeping abreast with emerging trends in technologies by upgrading our systems with the latest software and hardware, by working closely with industry evaluating equipment, and supplying feedback.

Summary

Although the Agency has only been operational since 1999, there is evidence of disruption and suppression of organized crime group activities such as geographic displacement, friction and mistrust among crime groups and disruption of drug distribution networks. Laying significant charges, as well as seizing proceeds of crime and unpaid taxes, have been vehicles our officers have used to negatively impact organized criminals.

Strategic Goal #4 – Proceeds of Crime (POC)

Disrupt and suppress organized crime groups through awareness, education and training on proceeds of crime legislative tools and build into OCABC's operational strategy, a proceeds of crime component to enhance the impact of investigations through asset forfeiture and the suppression of money laundering schemes.



OCABC investigators have used an integrated approach to include a POC component in every investigation to ensure that enforcement efforts take the profit out of organized crime.

Proceeds of crime legislation provides the legal authority for investigators to seize a variety of assets, including both Canadian and American currency.

Objectives	Outcomes
Use an integrative approach to include POC in every investigation.	**Introduce a proceeds of crime component into each investigation:** All OCABC projects include a proceeds of crime component.
	Provide assistance to outside law enforcement partners on POC: The POC unit regularly provides advice and updates on case law to outside law enforcement agencies. More specifically, the unit assisted Delta Police Department with a $100,000 seizure during the last year. The Unit has also provided expertise on securities and stock market violations to various law enforcement agencies.
	Monetary value of unpaid income tax seized from organized crime figures: Referrals to Canada Customs and Revenue Agency have resulted in$448,000 of the assets seized by the Agency being made subject to Goods and Services Tax payments.
	Monetary value of proceeds of crime seizures: $1.02 Million (Canadian) and $125,467 (US) in assets was seized along with $1,000 (Canadian) in offence related property. In the Starnet case alone, $6.2 Million was ordered forfeited.
	The number of charges and convictions under proceeds of crime legislation: Principles of Starnet were convicted and fined $100,000 under proceeds of crime legislation.
	Monetary value of contraband seized from organized crime groups: $7.5 Million (Canadian) in contraband was seized.
Provide training for investigators on POC.	**Provide comprehensive POC training for all OCABC investigators:** An advanced POC training course has been delivered to 24 investigators. Training in document management technology has been provided for 8 staff and investigators.

Summary

The use of proceeds of crime legislation to take the profit out of organized crime has taken $1.02 Million (Canadian) and $125.467 (US) in assets, $1,000 in offence related property. The Crown ordered $6.2 million forfeited under proceeds of crime laws and a fine of $1,000 in the Starnet case.

Agency investigators have also facilitated seizures by other policing agencies through initiating training as well as providing operational assistance and advice.

Strategic Goal #5 – Intelligence Infrastructure

Intelligence led investigations allow us to utilize the strategic targeting process to identify key organized crime individuals and to complete surgical strikes to disrupt their activities through prosecution and to suppress the group by seizing assets.

To ensure the integrity of the strategic targeting process, all appropriate tactical intelligence gathered must be placed in an organized criminal intelligence system and disseminated to appropriate law enforcement partners.

The cornerstone of any investigation is the intelligence and the systems the law enforcement community has in place to collect, analyze and disseminate this sensitive information. Our intelligence infrastructure involves the following:

- In-depth analysis of intelligence;
- Use of the Automated Criminal Intelligence Information System ACIIS III;
- Proactive creation of comprehensive files on potential future targets;
- Incorporation of financial intelligence management processes;
- Appropriate utilization of open sources of information;
- Implementation of source-agent management strategies;
- Use of web site (secure e-mail); develop and use tip line;
- Create a data input capacity through investigative support staff;
- Proactively look for opportunities to recruit sources/agents at the highest levels and ensure a high standard of training for members involved in source handling/recruiting;
- Agency personnel receive requests to be used as lecturers/resources nationally and internationally.

Intelligence Analysis

Tactical analysts provide a variety of services that range from tactical and strategic analysis to applied research and planning.

Agency analysts use advanced analytical tools to provide timely, accurate support to enforcement teams in substantive offence and proceeds of crime investigations as well as in producing strategic threat assessments.

Agency analysts have also been instrumental in the formation of the Western Canada Chapter (WCC) of the International Association of Law Enforcement Intelligence Analysts (IALEIA).

This local chapter of IALEIA hosted a number of successful meetings focussed on a range of topics including intelligence-led policing and the role of the analyst.

Objectives	Outcomes
Refine and use intelligence to develop intelligence-led investigations.	**Increase in cost effectiveness of investigations:** All OCABC enforcement projects use intelligence to strategically target at the highest level of organized crime. OCABC has also appropriately transferred prosecutions to other jurisdictions (e.g., Calgary) reducing costs and promoting efficiencies. Sharing of forfeited proceeds with other jurisdictions has also resulted in increased seizures of POC.

Objectives	Outcomes
Use ACIIS III to disseminate intelligence on organized crime groups internally and to other law enforcement partners.	**The number of files uploaded to ACIIS III:** There was a total of 457 records uploaded onto ACIIS II: that is, 86 subjects, 44 businesses, 116 locations, 108 telecommunications, 94 vehicles and 9 projects.
Provide intelligence data banks access to other law enforcement partners.	**The number of law enforcement partners provided access to Project Emerald:** Intelligence available through Project Emerald on marihuana grow operations has been shared with as many as 35 other law enforcement partners.
Present community impact statements in court to demonstrate the public safety threat of organized crime.	**The number of community impact statements entered into court:** The decision resulting from the first case to use a community impact statement (i.e., *R vs SU* – marihuana grow operations) has been made available to other law enforcement partners. A community impact statement is currently being prepared focussing on Methamphetamine Labs.
Present expert evidence in court to broaden the court's understanding of the nature and impact of organized crime.	**Ensure judiciary receives objective information on organized crime regarding community risk and impact of organized crime:** OCABC officers have provided opinion evidence on criminal activities of the Hells Angels in areas such as use of intimidation and violence, drug trafficking techniques, criminal conspiracy as well as credit card frauds. OCABC has a pool of qualified personnel to provide opinion evidence on topics such as use of Forward Looking Infra Red (FLIR), drugs, undercover operations, Asian Organized Crime, Proceeds of Crime and Urban Planning

Summary

Criminal intelligence has been the foundation of all OCABC investigations. Intelligence is first used during the development of operational plans and later to guide ongoing investigations. Agency officers have shared intelligence with other local, national and international partners. Our investigators have shared information on various organized criminal activities with the judiciary through providing opinion evidence in court.

Strategic Goal #6–Communication

To create an awareness of organized crime issues, we will develop and implement effective internal and external communication strategies that are based on openness, honesty, timeliness and consultation.

Our strategy is to develop a media relations and issues management infrastructure by:

- Building a proactive communications team;
- Developing and maintaining an OCABC web site;
- Developing policies for internal and external communications; and
- Addressing corporate partnership policies and procedures.

Objectives	Outcomes
Internal Communications:	
Number of meetings between the OCABC Governance Board and the Solicitor General.	The Governance Board has regular meetings with the Solicitor General to discuss various operational and administrative topics.
Regular meetings between OCABC Chief Officer and Ministry of Solicitor General executive.	Ongoing communication in the form of meetings and telephone contact with government Treasury Board staff and the Director of Police Services Division have occurred throughout the year.
Weekly OCABC management committee meetings.	Over the past fiscal year, regular management team and daily operational meetings are held to deal with emerging operational and administrative issues.
Regular e-mail distribution of announcements to all OCABC staff.	Human Resources Department routinely issues notices to all OCABC staff and seconded members. The Finance Department also issues notices regularly on various procedural changes. In the past fiscal year, the Chief Officer regularly circulated written communications to the staff and management team meeting highlights within the Agency on operational and administrative issues. Computer Services has developed and maintains an Intranet service. Weekly meetings are held with the RCMP Liaison Officer regarding RCMP secondments to the Agency and operational matters.
Increased staff morale.	Human Resources Department is currently designing a climate survey which will be used as a baseline for comparisons with data collected periodically in the future.
External Communication:	
Heightened public awareness of the scope and impact of organized crime.	**Deliver public presentations to various stakeholders:** During the last fiscal year, OCABC has delivered more than 25 presentations to various stakeholder groups (Appendix A).
Provide accurate and timely information on OCABC affairs to government.	In the last fiscal year, OCABC has completed and submitted the following documents to the Solicitor General through Police Services Division (PSD): • Service Plan • Performance Plan including priorities, goals and objectives • Business Plan including a detailed budget • Annual Report OCABC also provides information to Police Services Division, Ministry of Public Safety and Solicitor General at Board Meetings.

Objectives	Outcomes
OCABC participation in the Criminal Intelligence Services of Canada (CISC) Tier I, Tier II and Tier III.	OCABC maintains representation on three CISC's National Outlaw Motorcycle Gang working groups.
Develop and implement a comprehensive media relations strategy and program.	OCABC has developed and continues to refine a communications and media relations plan.
Maintain OCABC website.	Over the past year, OCABC has received approximately 8400 visits to our website. Current press releases and publications were provided on the website.
Initiate public education opportunities through various medium.	Over the past year, OCABC has informed the public through the electronic and print media on internet gambling (i.e., Starnet case, outlaw motorcycle gang criminal activity (i.e., Project "Nova"), and computer software copyright violations (i.e., Project 'MicroSoft') as well as public education on methamphetamine labs. Other public education has focussed on a variety of topics such as marihuana grow operations, counterfeit credit card factories, money laundering and policing the Vancouver waterfront.
Active memberships in relevant professional associations; attendance at relevant meetings.	OCABC maintains active representation on at least 22 committees (Appendix B).
Participation in the steering committee and working groups of the B.C. Coordinating Committee on Organized Crime.	OCABC has representation at all of the committee meetings of both the coordinating committee and working group of the Coordinating Committee on Organized Crime.

Summary

Agency staff membership in a range of committees and working groups, both within the organization and outside, serve to facilitate information transfer to a variety of stakeholders.

One important goal of our external communication is to keep the public informed on the nature of organized crime. This has been accomplished through press conferences reporting enforcement successes as well as through public presentations to a range of stakeholder groups.

Human Resources

Strategic Goal #2–Human Resources

Develop and implement a proactive and transparent, competency-based human resources model that promotes fairness, encourages innovation and fosters development.

Objectives	Outcomes
Develop a fair and objective hiring process.	**Use structured interviews for all employee and secondment screening:** A process has been developed and implemented for all interviews of both hires and secondments.
Develop training partnerships.	**Number of joint training programs delivered:** The following joint training programs have been delivered: • Proceeds of Crime Course • Urban Rifle Instructors' Course • Witness Protection Course • Urban Surveillance Course at Justice Institute of British Columbia • Rural Surveillance Course • Criminal Intelligence Training International training also was conducted in Canada, United States, United Arab Emirates and South Africa.
Implement a training board to coordinate and prioritize training.	**The training board reviews all requests for training:** Priority training list developed to ensure efficient and fair development opportunities are in place for staff. There were 236 training occurrences provided in 2001.
Develop a competitive strategy for staff remuneration.	**Develop mechanism to conduct job evaluations for each OCABC job category:** Identified 18 separate positions to be evaluated. **Refine job/position descriptions for every position:** The Agency used a contracted professional to develop a job description template.

Summary

OCABC continues to refine Human Resources policies and strategies to ensure that we continue to hire the high quality staff that are needed to successfully carry out our mandate. Selection processes and training have been the focal point of this year's human resource strategy.

Finance

Strategic Goal #8—Financial Accountability

The Agency will be accountable and fiscally responsible.

Objective	Outcomes
Refine and use the budget development process.	**The Agency has on record a budget for every unit that accurately reflects reasonable operating needs:** Unit budgets reflected requirements consistent with operational plans and unit forecasts.
The Agency will report financial information in a timely manner to the Board of Governance.	**The Agency will provide monthly financial and variance reports to the Board of Governance:** The Agency presented monthly financial and variance reports to the Board of Governance.
The Agency will have in place a transparent and accountable financial framework.	**Monthly, quarterly, annual and *ad hoc* reports will be prepared in a timely and accurate manner:** The following reports were issued during the fiscal year: • Twelve monthly internal financial statements • Four quarterly reports • Four Treasury Board Cash flow and projection reports • Annual audited financial statements • Service Plan • FIA (Financial Information Act) Compliance reports • Informational Briefing Note for Provincial Budgeting Process
Adequate funding base to sustain current and future budget requirements.	**Funding is adequate to sustain annual operating and capital budget:** Additional funding of $3.764 million from the Forfeited Proceeds of Crime Fund was received to support ongoing operational demands. **Develop funding partnerships:** Partnerships with other law enforcement agencies have augmented funding for joint forces operations.
Agency expenditures are within budget.	**Individual OCABC units will spend within budgetary limits and targets:** Expenditures for the year did not exceed funding received. The audited financial statements report an excess of revenues over expenses.

Summary

Accountability to our stakeholders has been a significant theme for the finance section during fiscal year 2001/02. Refined financial reporting has enabled the Board of Governance and the Agency managers to budget and plan. The Agency also achieved its goal to ensure adequate funding was in place by receiving an additional $3.764 million from the Province through the Forfeited Proceeds of Crime Fund.

Appendix A

Presentations

- Abu Dhabi Police Training Program, United Arab Emirates
- Annual BC Crown Counsel Conference 2002-05-29
- Bi-National Economic Crime Summit, Attorney General of Alberta
- Canada Customs and Revenue Agency Regional Conference
- Canadian Bankers Association
- Canadian Police College— Participation on a committee developing national competencies for intelligence analysis
- Counter-Terrorism Workshop
- Douglas College Department of Criminology
- Greater Vancouver Real Estate Board, Continuing Member Education Program: Money Laundering in the Real Estate Industry
- House of Commons Sub-Committee on Bill C-24
- House of Commons Sub-Committee on Drugs in Canadian Municipalities
- National Intelligence Academy, South Africa
- International Association of Outlaw Motorcycle Gang Investigators
- Lower Mainland Municipal Association
- National Technical Investigators Association North West Chapter (training event)
- Nevada Gaming Control Board Internet Gaming Investigation Course
- Northern California Task Force on Money Laundering (High Intensity Drug Trafficking Area)
- Pacific Northwest Law Enforcement Roundtable
- Pacific Northwest Security Exchange Commission Conference
- Prime Minister's Caucus Task Force on Urban Issues
- Rotary Club, Victoria and Burnaby, BC
- Senate Committee on National Defence and Security
- Senate Committee on Port Security
- Senate Sub-Committee on Bill C-24
- Society for the Policing of Cyberspace (POLCYB) International Conference
- 2002 Western Canada Robbery Conference
- University of Alberta, Alberta Gaming Research Unit
- University of British Columbia Law School—Proceeds of Crime Course Annual Lecture

Appendix B

Committee Participation

British Columbia Association of Chiefs of Police (BCACP)

The BCACP has the following as its objectives:

- Encouraging and developing cooperation among all its members in the pursuit and attainment of their goals;
- Promoting a high standard of ethics, integrity, honour and conduct;
- Fostering uniformity of police practices;
- Encouraging the development and implementation of efficient and effective practices in the presentation and detection of crime and
- Effectively communicating problems and concerns to appropriate levels of authority.

British Columbia Association of Municipal Chiefs of Police (BCAMCP)

The BCAMCP has the following goals:

- Promote a high standard of ethics, integrity, honour and conduct of its members and municipal constables in British Columbia;
- Foster uniformity of police standards and practices;
- Encourage the development and implementation of efficient and effective practices in the prevention and detection of crime;
- Communicate concerns to appropriate levels of government and
- Advocate community partnerships between communities and their police forces.

British Columbia Coordinating Committee on Organized Crime

The Coordinating Committee on Organized Crime is a multi-agency committee to identify and develop strategies to counter organized crime in British Columbia. The Committee forwards policy and legislative proposals to the Solicitor General for consideration by both the provincial and federal governments. It also advises on the nature, scope and impact of organized crime in British Columbia as well as liaison with the National Coordinating Committee on Organized Crime and the Federal-Provincial-Territorial Deputy Ministers Steering Committee on Organized Crime.

British Columbia Human Resources Management Association (BCHRMA)

Founded in 1942, BCHRMA is a registered non-profit society dedicated to advancing professional human resources practices. The programs and services provide leadership to people working in all areas of human resources management in British Columbia. Vision - to be widely recognized for leading an evolution in improving organizational outcomes. Mission - a community dedicated to inspiring professional people practices that enhance organizational performance.

British Columbia Ops Council

The British Columbia Ops Council is a committee comprised of senior management from the RCMP, OCABC, Vancouver Police Department along with the Regional Director of the Department of Justice and the Provincial Crown.

Canadian Payroll Association (CPA)

Founded in 1978, the CPA comprises 8900 members and delegates in Canada and abroad. The association is recognized as the leading authority on Canadian payroll issues. Through carefully forged ties with senior government officials, the CPA is invited to participate on commissions and task forces to review and recommend changes to all relevant government processes, forms, guides and publications.

Canadian Association of Chiefs of Police (CACP)

The Canadian Association of Chiefs of Police (CACP) was founded in Toronto on September 6, 1905 as a non-profit society. The Association is dedicated to the support and promotion of efficient law enforcement and the protection and security of the people of Canada.

CACP Law Amendments Committee

The Law Amendments Committee devotes a significant amount of time and energy to many issues including lawful access and encryption, Campbell and Shirose white paper, extra-provincial jurisdiction, firearms deactivation, proceeds of crime and money laundering regulations, protection of intelligence files and intervention before the Supreme Court of Canada in the biker-stop case.

CACP Lawfully Authorized Electronic Surveillance Sub Committee

This is a committee of CACP that has representation from the RCMP, OCABC and the major municipal police departments throughout Canada. This committee deals with issues relating to court ordered electronic surveillance.

CACP National Committee on Organized Crime

This is a committee of CACP comprised of senior managers of the RCMP, Chiefs of Police of the major police services throughout Canada, the Director Generals of CISC, Canada Customs and Revenue Agency and Corrections Canada and OCABC. This committee is the strategic arm of CACP on organized crime issues in Canada.

Certified General Accountants of British Columbia

The association was established to provide the means and facilities by which its members may increase their knowledge, skill and proficiency in all things relating to the business or profession of an accountant or an auditor. It also regulates the profession.

Certified Management Accountants Society of British Columbia (CMABC)

CMABC is a governing professional organization that awards the Certified Management Accountant (CMA) designation to qualified candidates in British Columbia, including their competence, fitness and professional conduct and to establish and enforce professional standards.

College of Psychologists of British Columbia

The College of Psychologists is established under the *Health Professions Act* to regulate the practice of psychology in British Columbia.

Criminal Intelligence Services Canada (CISC)

CISC is an organization that provides the facilities to unite the criminal intelligence units of Canadian law enforcement agencies in the fight against the spread of organized crime in Canada. CISC is comprised of a central bureau located in Ottawa and a system of nine provincial bureaux which are located in each province, with the exception of Prince Edward Island whose interests are served by the Nova Scotia Bureau. The Central Bureau functions on a national scale and the Provincial Bureaux operate within provincial boundaries.

Criminal Intelligence Service British Columbia (CISBC) Advisory Committee

British Columbia's provincial bureau of CISC.

Institute of Chartered Accountants of British Columbia

The objects of the institute are to promote and maintain the knowledge, skill and proficiency of its members and students in all matters relating to the practice of accounting and to regulate the practice of accounting by its members and students.

International Association of Law Enforcement Intelligence Analysts (IALEIA)

The purpose of IALEIA is to advance the high standards of professionalism in law enforcement intelligence analysis at all levels of government. Its aim is to enhance the general understanding of the role of intelligence analysis, to further develop international qualification and competence standards, to devise training standards and curricula, to furnish advisory services on intelligence analysis, to conduct analytic research and disseminate information on analytic techniques and methods.

International Centre for Criminal Law Reform and Criminal Justice Policy Project: Legislative Reforms to Effectively Combat Transnational Organized Crime

The International Centre is dedicated to making a substantial contribution to national and international efforts to reduce crime and improve justice.

International Outlaw Motorcycle Gang Investigators' Association (IOMGIA)

The mandate of the IOMGIA is to facilitate dissemination of current intelligence and training to investigators responsible for investigating and prosecuting the criminal element of outlaw motorcycle gangs globally.

National Technical Investigators' Association (NATIA)

NATIA is a non-profit law enforcement educational association that focuses on the leading technical problems that are affecting lawfully authorized electronic surveillance. The committee's role will be to coordinate the technical requirements in order that they can develop a set of technical requirements that would meet the needs of the RCMP and every provincial or city police department that performs electronic surveillance. It is key that there is a coordinated voice of all law enforcement in Canada to both industry and government departments.

Prime BC Steering & Implementation Committees

Prime-BC is a Provincial Records Management System that will be implemented in all police forces in British Columbia. This steering/implementation committee is responsible for providing advice and guidance.

Project Northstar

Project Northstar is a bi-nation, multi-agency forum consisting of representatives of law enforcement agencies from Canada and the United States that collectively address border related crime and the security issues and present consensus positions to support decision-making by the leadership of government agencies/entities.

Regional Operational Management Committee

The Regional Operational Management Committee provides a forum for communication and prioritization of enforcement projects for the lower mainland.

Society for the Policing of Cyberspace (POLCYB)

POLCYB was incorporated as a not-for-profit society in June, 1999. Based in British Columbia its goal is to enhance international partnerships among public and private professionals to prevent and combat crimes in cyberspace.

POLCYB has created a network of practitioners from all organizational levels in the public and private sectors including law enforcement, criminal justice, corporate security and academia.

Training Officers' Advisory Committee (TOAC)

Quarterly meetings of municipal police department training officers and an RCMP "E" Division representative, chaired by the Director, Justice Institute of British Columbia (JIBC) Police Academy. Topics are focussed on training issues for police officers in British Columbia. This is a forum for discussing issues, changes, new initiatives, new equipment and emerging human resource trends.

Vancouver Island Advisory Committee

This committee comprises OCABC staff and the Lower Vancouver Island Municipal Chief Constables. The mandate of the committee is to maintain open communication with the area chiefs on OCABC operational activities and project status as well as to discuss emerging issues regarding secondments. The Chiefs are regularly updated on the operational training and experience their seconded members are receiving.